



Board of Trustees
15 Estabrooke Drive
Orono, ME 04469

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January 9, 2018

TO: Members of the Academic & Student Affairs Committee

FR: Ellen N. Doughty, Interim Clerk of the Board

RE: **January 19, 2018 Academic & Student Affairs Committee Meeting**

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

University of Maine
at Machias

University of Maine
at Presque Isle

University of
Southern Maine

The Academic & Student Affairs Committee will meet from **9:00 am to 12:00 pm on Friday, January 19, 2018**. The meeting will be held at the University of Maine System Executive Offices in the Rudman Conference Room, 253 Estabrooke Hall, 15 Estabrooke Drive in Orono. The following Polycom sites are available:

- UMA – Room 125, Robinson Hall
- UMA (Bangor Campus) – Room 125, Lewiston Hall
- UMF – Executive Conference Room 103, Merrill Hall
- UMFK – Alumni Conference Room, Nadeau Hall
- UMM – Executive Conference Room, Powers Hall
- UMPI – Executive Conference Room, Preble Hall
- USM – Room 427 Wishcamper Center, Portland
- Phone – 1-800-605-5167 Passcode 743544#

Refreshments will be available at UMS and USM. The meeting materials are posted to the Diligent Board portal under the Academic and Student Affairs Committee section. In addition, the materials are posted on the Board of Trustees website (<http://www.maine.edu/about-the-system/board-of-trustees/meeting-agendas/academic-student-affairs-committee/>). If you have questions about the meeting arrangements or accessing the meeting materials, please call me at 581-5840.

If you have any questions or desire additional information about the agenda items, please call Robert Neely at 581-5843 or Rosa Redonnett at 621-3419.

cc: Trustees not on the Academic and Student Affairs Committee
James Page, Chancellor
Faculty & Student Representatives
Presidents
Ryan Low
Robert Neely
Rosa Redonnett

Board of Trustees
Academic and Student Affairs Committee
January 19, 2018, 9:00am - 12pm
Rudman Conference Room, 253 Estabrooke Hall, Orono
Agenda

9:00am - 9:50am

Tab 1 **Institutional Research: Update and Discussion**

- Dashboard Development
- Enrollment Modeling
- Programs for Examination

9:50am - 10:10am

Tab 2 **Academic Affairs Update: Strategic Initiatives**

- Collaborative Masters Programs
- Early College
- Online Programs
- Task Force: Approval of Multi-Campus Programs

10:10am - 11:050am

Tab 3 **Review of Proposed New Board Policy 214 – Institutional Authority on Political Matters**

11:05am - 11:20am

Tab 4 **Faculty Representatives: Discussion**

11:20am - 11:45am

Tab 5 **Student Representatives: Discussion**

- SGA Conference
- Student Representative Roles and Responsibilities

11:45am - 11:55am

Execution Session

The Academic & Student Affairs Committee will come out of Executive Session to discuss the following:

11:55am - 12pm

Tab 6 Tenure at the time of hire, UMM

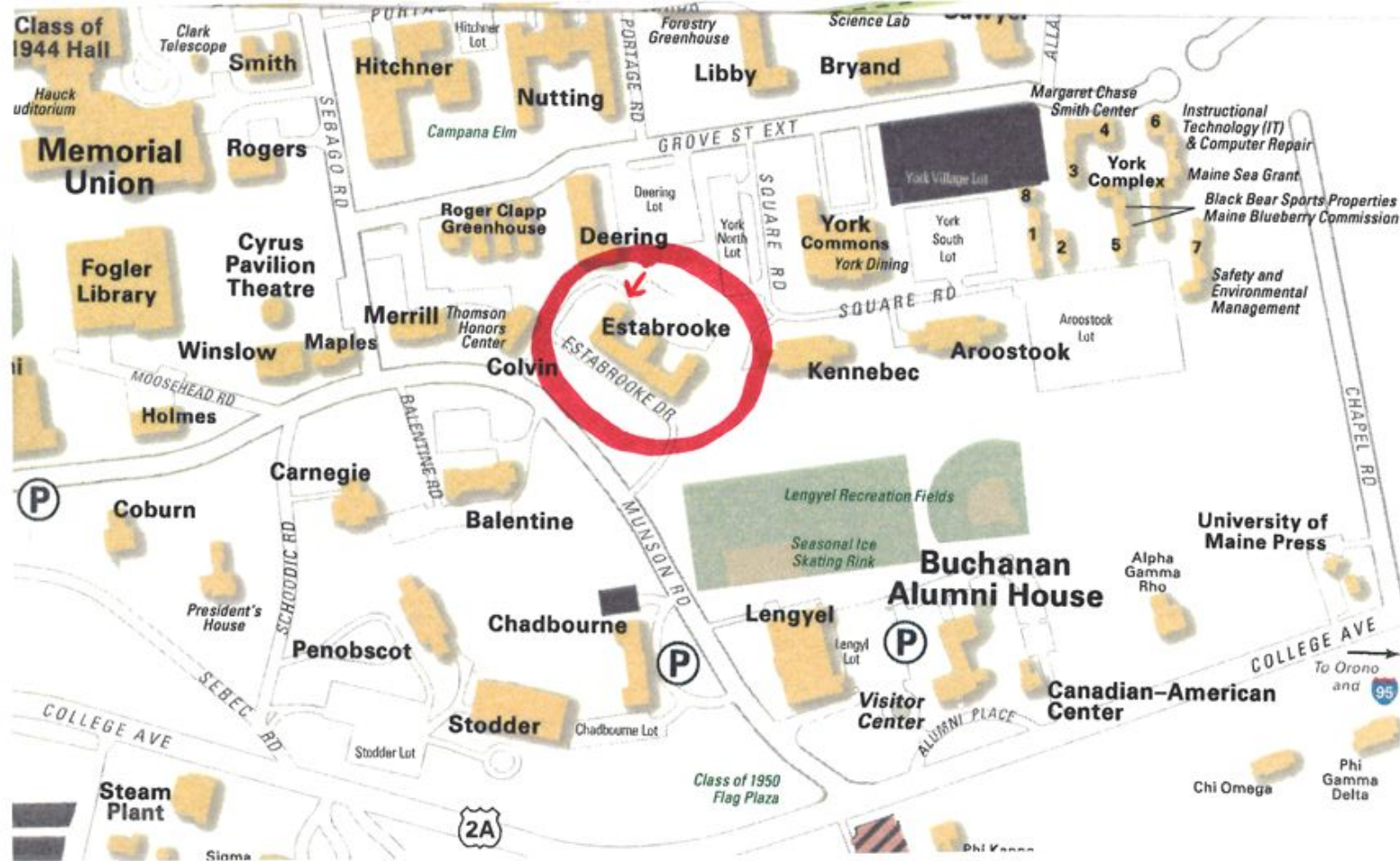
Action items are noted in red.

Note: Times are estimated based upon the anticipated length for presentation or discussion of a particular topic. An item may be brought earlier or the order of items changed for effective deliberation of matters before the Committee.

University of Maine System

15 Estabrooke Drive, Orono

Rudman Conference Room
253 Estabrooke Hall, 2nd Floor
15 Estabrooke Drive, Orono



Directions to the UMS located on the UMaine Campus

From the South on I-95: take exit 191 to Kelly Road and turn right. Continue on Kelly Road for 1 mile until you reach the traffic light, then turn left onto Route 2 and go through downtown Orono. Cross the river. Turn left at the lights onto College Avenue. Buchanan Alumni House will be the first campus-related building on your right. Right after the Buchanan Alumni House, take a right onto Muson Road. Estabrooke Hall is the building on the right after Lengyel.

From the North on I-95: take exit 191 to Kelly Road and turn left. Continue on Kelly Road for 1 mile until you reach the traffic light, then turn left onto Route 2 and go through downtown Orono. Cross the river. Turn left at the lights onto College Avenue. Buchanan Alumni House will be the first campus-related building on your right. Right after the Buchanan Alumni House, take a right onto Muson Road. Estabrooke Hall is the building on the right after Lengyel.

The UMS is located on the 2nd floor of Estabrooke Hall. Enter Estabrooke Hall from the back of the building, the entrance closes to Deering Hall.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Institutional Research: Update and Discussion
2. **INITIATED BY:** Gregory G. Johnson, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
Relevant Academic Programming
& Student Success
5. **BACKGROUND:**

Over the past six months, three individuals have been hired to support the University of Maine System (UMS) Office of Institutional Research (IR), with a fourth hire still pending. The work of this office has unfolded on multiple fronts, in most cases much faster than had been originally envisioned. Facets of the oversight and structure for a system-wide data governance strategy has previously been presented to the Board of Trustees. The intent of this presentation, however, is to present tangible outcomes, capabilities, and directions for the presentation and use of data within the UMS. Specifically, detail and examples from the following three areas will be described:

1. *Dashboard Development* – “draft” dashboards are being developed within the context of the Strategic Resource Allocation Plan (SRAP), and will be presented for discussion to determine if the current work is consistent with Board of Trustee expectations.
2. *Enrollment Modeling* – the UMS office has worked with Hanover Research to identify system-level practices for predicting university enrollments. One system example uses independent variables such as GDP, CPI, unemployment, high school graduation rates, etc. to predict enrollment patterns several years into the future. On this basis, the UMS IR office has taken a two-fold approach of: (a) validating the reliability of such variables as a predictor of enrollments for public universities in Maine (i.e., by use of UMS historical enrollment patterns), and (b) developing longer-range modeling forecasts of UMS enrollments as a function of all appropriate variables.
3. *Programs for Examination* – the first analysis of criteria regarding the number of majors and number of graduates has been completed for all seven campuses. A summary of those findings will be provided by the Vice Chancellor for Academic Affairs.

01/09/2018



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Academic Affairs Update: Strategic Initiatives
2. **INITIATED BY:** Gregory G. Johnson, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
Relevant Academic Programming
& Student Success
5. **BACKGROUND:**
 - A. *Collaborative Masters Programs* – the President’s Council and the Chief Academic Officers Council met in a joint session on November 18, 2017 to consider the potential for shared collaborative master’s degrees. From a list of >30 programs areas identified during that discussion, six areas were designated for priority action:
 1. Cybersecurity
 2. MSN
 3. Emergency Response/Risk Management
 4. Education
 5. Athletic Training
 6. Criminal Justice and Criminology

Each of these efforts in terms of next steps and administrative leaders will be discussed.
 - B. *Early College* – an update will be provided on the search for a University of Maine System (UMS) lead coordinator for Early College, budget plans, and new Early College programmatic possibilities.
 - C. *Online Programs* – the current plans and work regarding online programming, particularly regarding professional development of faculty and explorations of partnerships to expand the UMS online reach.
 - D. *Task Force: Approval of Multi-Campus Programs* – an 11-person task force met for the first time to consider a process for collaborative approval of multi-campus programs. The task force is composed of 7 faculty (one per campus and many of whom sit on Faculty Senates/Assemblies), two campus administrators and two system administrators. An overview to the coming work of this committee and observations from the initial meeting will be provided.

01/09/2018

Board Policy:

Institutional Authority on Political Matters

Introduction

The University of Maine System is a public institution and instrumentality of the State of Maine, consisting of the University of Maine, including its regional campus the University of Maine at Machias; the University of Maine at Augusta, including its campus in Bangor and University College centers around the state; the University of Maine at Farmington; the University of Maine at Fort Kent; the University of Maine at Presque Isle; and the University of Southern Maine, including its campuses in Gorham and Lewiston-Auburn. UMS's public mission is to advance higher education in Maine through teaching, research, and public service; the System and its campuses receive significant state and federal taxpayer support to do so in ways that best serve all Maine citizens.

Because UMS is funded in significant part by all Maine taxpayers and student tuition revenue sourced from federal financial aid programs, and because UMS must also maintain its federal 501(c)(3) tax-exempt status, the System and its universities, as well as all officials acting on their behalf, will adopt, pursue, advocate for, or publicly comment on political matters, legislative outcomes, or partisan political candidates only as permitted in this policy.

It is intended that this policy be read, interpreted, and administered in conjunction with Board Policy 212, Free Speech, Academic Freedom, and Civility, so as to best respect all UMS community members' constitutionally protected free speech rights and faculty academic freedom. The Board recognizes its faculty as subject matter experts in their areas of teaching and research and encourages them to responsibly disseminate their research and knowledge. Except as provided in the sections below titled "Official Legislative Advocacy" and "Authority to Make Institutional Statements," this policy does not restrict any UMS faculty, staff, or student from speaking on political matters, including testifying before or speaking with legislators or policy makers, about the subjects of their teaching or research expertise or personal experience, provided they do not represent that they speak for their campus or the System unless authorized to do so.

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Official Legislative Advocacy

The UMS Charter authorizes and directs the UMS Chancellor to develop and implement an effective statewide legislative program for the System. All official statewide legislative advocacy will therefore be managed through the Chancellor's office, specifically the Office of Community and Government Relations. System legislative advocacy may only be pursued by individuals registered with the State of Maine for that purpose or in coordination with the Office of Community and Government Relations. University-specific legislative meetings and advocacy will also be coordinated with the Office of Community and Government Relations.

~~Individual employees below the campus president level who are not working in coordination with the Office of Community and Government Relations may nevertheless express individual views on legislative or political matters, subject to Board Policy 212 generally and provided, when doing so, he or she indicates that the views expressed are his or her own personal opinions and that he or she is not authorized to speak for his or her campus or the System.~~

For the purposes of this policy, “statewide legislative advocacy” includes interaction with the State Legislature, including individual legislators or legislative committees and their staff, the Governor’s office and staff, or any other public official or the general public when the purpose of the interaction or communication is to advocate for a specific position or outcome affecting the System or any of its campuses on pending legislation or citizen initiatives/public questions, proposed regulations, bond referendums, and the like.

Interactions with the United States government’s Executive Branch and agencies, Congress and congressional staff, and the various federal regulatory bodies having legal jurisdiction over each System university’s operation and activities are subject to this policy as well, except in cases where a specific campus or System office has primary responsibility for a function closely tied to the functional responsibility of the governmental office at issue (e.g., Department of Education Title IV officials and campus financial aid offices; Department of Education Office of Civil Rights and System General Counsel, etc.). Further, this policy does not restrict any UMS faculty, employee, department, division, or office from providing information, research, survey data, or policy advice to a local, state, or federal government official or office when required to do so by grant, contract, or legal mandate (e.g., the University of Maine Center for Community Inclusion and Disability Studies (CCIDS), which, by federal law, is required to advise, educate, and disseminate information to state and federal policymakers about individuals with developmental disabilities, or any similarly-purposed office or activities).

Restrictions on Partisan Political Activity—Generally

For the purposes of this section, “partisan political activity” means any action taken with the purpose or effect of supporting or opposing any candidate or political party’s candidates for elective office at the local, state, or federal level.

Except as authorized in the section above titled “Official Legislative Advocacy”:

- No System or university employee may engage in partisan political activity on his or her work time; while acting in his or her official capacity; ~~in or on UMS property~~; or with the use of other UMS or university funds or resources, such as staff time, UMS or university office space and facilities or campus/System mail, UMS or university office equipment or networks such as computers, copiers, email, UMS- or university-issued cell phones and other communications equipment, UMS or university websites and links to them, or UMS or university office supplies such as official stationery or letterhead.
- No System or university records, organizational information, mailing lists, conference attendance lists, and directories of any kind may be used for partisan political ~~purposes~~activities, and no System or university’s name, symbols, and logos may be used for partisan political ~~purposes~~activities.
- No System or university employee may use university classes or any institutionally sponsored program or activity to ~~endorse or oppose specific candidates, political parties, or political programs~~ engage in partisan political activity or for the purpose of advance-imposing his or her own individual political views on students or other employees. This provision will not be construed to restrict legitimate exercises of academic freedom, pursued for legitimate curricular or pedagogical purposes, as provided in Board Policy 212, and permits, for example, pedagogically sound education, faculty-led classroom discussion, critical thinking, research, and

class assignments related to the political process and public policy choices and their impacts on history and contemporary society.

- ~~No System or university funds may be expended to support or oppose any partisan political candidate or position or lobby for or against legislation or political questions or issues generally. This provision applies individually to Presidents and the Chancellor as well, whose individual actions are presumed to be attributed to the university/System.~~

Employees Seeking Elective Office

See Board Policy 403 (<http://www.maine.edu/about-the-system/board-of-trustees/policy-manual/section403/>)

Chancellor and Presidential Authority to Make Institutional Statements

~~The~~ This section applies only to the UMS Chancellor and System University Presidents, who:

- Have authority to speak or issue statements, or designate official spokespersons to speak or issue statements, on behalf of their institutions on issues core to the System/university mission (green);
- Should review in advance with the rapid response advisory team described below, when time permits, issues related to but not directly mission central (yellow); and
- Are not authorized to speak, including through official spokespersons, on issues beyond or only tangentially related to core institutional mission (red).

Issues are not static in relevance, but may vary in public or political salience over time. Issues may shift from one concentric circle to another, or overlap, depending on context.

Issues that involve legislative matters or advocacy must be coordinated as provided in “Official Legislative Advocacy” above.

A standing rapid response advisory committee of six members, including two Trustees, two Presidents, and two senior UMS staff (one of whom should be the System General Counsel or his/her legal designee) should be available to review, when time permits, the reasonableness of making statements on issues brought forth by the Chancellor/Presidents that appear to fall in the yellow zone.

GREEN/Mission Critical: Academic administration, curriculum, institutional finances and planning, health and safety of students and employees, and general issues critical to the financial or functional stability and wellbeing of the institution and its students, e.g., Pell grant funding, guns on campus, defunding TRIO programs, marijuana dispensaries near campus.

YELLOW/Mission Indirectly Related: Issues important or relevant to society at large that may impact an institution or its students or employees, but not in such a way as to undermine the institution’s educational mission or prevent the institution from carrying it out, e.g., climate change, labor standards, immigration policy.

RED/Mission Unrelated: Issues of local, state or national import, but not relevant to educational mission or institutional financial or functional stability, e.g., abortion policy, tax reform, global trade policy.

The Board retains the right at all times to issue statements, including through the Chair or Chancellor, on behalf of the University of Maine System that cover all System universities.

Discussed:

BOT Drafting Task Force 5/2/17, 8/7/17, 10/17/17

Presidents' Council (earlier 2/8/17, 4/12/17, 5/10/17, 6/14/17 (update only), 7/14/17 (update only), 8/9/17 (update only), 9/13/17, 10/11/17, 11/8/17, 12/12/17, 1/10/18

UMS BOT Student Reps 11/20/17

UMS BOT Faculty Reps 11/19/17 (and via email through December 2017 to present)

UMaine Faculty Senate Executive Board 1/12/18

USM Faculty Senate 2/2/18 (scheduled)

UMA Faculty Senate 2/16/18 (scheduled)



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Faculty Representatives: Discussion
2. **INITIATED BY:** Gregory G. Johnson, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
University workforce engagement
5. **BACKGROUND:**

The Faculty Representatives to the Board of Trustees have determined an agenda of topical areas they would like to address with the Academic and Student Affairs Committee. They will discuss these with the Committee.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Student Representatives: Discussion
2. **INITIATED BY:** Gregory G. Johnson, Chair
3. **BOARD INFORMATION:** X **BOARD ACTION:**
4. **OUTCOME:** **BOARD POLICY:**
5. **BACKGROUND:**

The Student Representatives to the Board of Trustees have determined an agenda of topical areas they would like to address with the Academic and Student Affairs Committee. At this meeting, they will discuss work they are doing related to refining and clarifying the roles and responsibilities of the student representatives to the Board of Trustees, and will be briefly discussing plans for a System-wide Student Government Association conference planned for April. The discussion will be led by Samuel Borer, University of Maine Undergraduate Student Representative to the Board of Trustees, and Isaac Michaud, University of Maine at Farmington Student Representative to the Board of Trustees.

Student Body Representative to
UMS Board of Trustees



5.1

Board of Trustees
15 Estabrooke Drive
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Duties of UMS Student Representatives to the Board of Trustees

Goals of defining duties:

1. Improve efficacy of Student Representatives in conjunction with the Board Policy Manual (Governance and Legal Affairs, Section 205, Faculty and Student Representation to Board).
2. To ensure Student Representatives are meeting UMS Board of Trustees and campus expectations.

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

University of Maine
at Machias

University of Maine
at Presque Isle

University of
Southern Maine

Outline of Duties

It shall be the responsibility of the Student Representative to:

1. Attend all relevant UMS Board of Trustees meetings to advocate in the best interest of the students who are enrolled at their respective campus, community, institution, and University of Maine System.
 - a. Serve as a non-voting member of the committee(s) to which they have been appointed.
2. Maintain effective systems for bilateral communication with their respective student bodies. This can be enacted in many ways and is up to the discretion of the Student Representative. Possible methods could include:
 - a. Utilizing a survey to gather relevant data from appropriate constituents.
 - b. Maintaining an official website page that constituents can receive updates and provide feedback to their Student Representative.
 - c. Holding public office hours on campus for constituents to meet with their Student Representative.
3. Represent the Board of Trustees and University of Maine System to the student body, and vice-versa, providing context and personal support/non-support in an objective manner.
4. Be familiar with the nature, needs, and concerns of their student body, community, institution, and the University of Maine System.
5. Be familiar with the nature and process of decision making within the System.
6. Take notes during respective committee meetings and forwarding to appropriate contacts.
7. Communicate between Board meetings with other Student Representatives, University President, and University CSAO.
8. If there is a Student Government Association affiliated with the Student Representative's student population:
 - a. Provide reports of Board meetings to their respective Student Government
 - b. Act as a liaison between the Board and their respective Student Government
 - i. Student Representatives will serve on the Executive Committee of their respective Student Government, or equivalent representation, to ensure adequate participation in order to serve as a liaison from the student government to the Board.
 - ii. Student Representatives will serve as voting members, in some capacity, of their Student Governments.

***UMS Board of Trustees
Academic and Student Affairs Committee***

5.2

Student Representatives Report



19 January 2018

Maine's Public Universities ~ Building Futures, Strengthening Maine



Agenda Items

5.2

1. UMS Student Government Association Conference
 - a. Presented by Isaac Michaud, UMF

1. Update to the Roles and Responsibilities Document
 - a. Presented by Samuel Borer, UM



2018 UMS SGA Conference

5.2

The Purpose of SGA Conference is to:

1. Bring student leaders from all University of Maine System campuses together to discuss leadership and the function of their student government
2. Learn from individuals in our community about how to be effective leaders

When: April 14th-15th

Where: University of Maine at Farmington

Who is Invited to Attend: All Student Government Associations and Student Representatives



2018 UMS SGA Conference

5.2

Updates:

1. UMF Facilities have been reserved
2. Budget has been crafted

Next Steps:

1. Theme
 - a. Inclusion
 - b. Leading in your Community
 - c. Others?
2. Invite Speakers
 - a. Chancellor, Trustees, Campus Presidents, UMS Staff
 - b. Community leaders such as alumni, political leaders, business owners, etc.
 - c. Others?



Roles and Responsibilities Document

5.2

Purpose for updating this document:

1. Unify the document to better solidify roles
2. Provide an official document to fuel changes in the Rep-SGA relationship
 - a. Bring all the Rep-SGA relationships to the same page



Roles and Responsibilities Document

5.2

University	SG Member	Voting Member	Executive Committee Member
UM (Undergraduate)			
UM (Graduate)	X	X	X
UMA	X	X	X
USM (Undergraduate)	X		
USM (Graduate)	N/A	N/A	N/A
UMF	X	X	
UMFK	X	X	
UMPI	X	X	
UMM	X		



Roles and Responsibilities Document

5.2

Current Language:

1. Ambiguous
 - a. “Act as a liaison between the Board and their respective Student Government”
2. Lacking certain elements
 - a. No requirement to ensure students can communicate with reps
 - b. Nothing regarding the reps relationship with University leadership



Roles and Responsibilities Document

5.2

It shall be the responsibility of the Student Representative to:

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 - a. Serve as a non-voting member of the committee(s) to which they have been appointed.
2. Maintain effective systems for bilateral communication with their respective student bodies. This can be enacted in many ways and is up to the discretion of the Student Representative. Possible methods could include:
 - a. Utilizing a survey to gather relevant data from appropriate constituents.
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3. Represent the Board of Trustees and University of Maine System back to the student body, and vice-versa, providing context and personal support/non-support in an objective manner.



Roles and Responsibilities Document

5.2

4. Be familiar with the nature, needs, and concerns of their student body, community, institution, and the University of Maine System.
5. Be familiar with the nature and process of decision making within the System.
6. Take notes during respective committee meetings and forwarding to appropriate contacts.
7. Communicate between Board meetings with other Student Representatives, University President, and University CSAO.
8. If there is a Student Government Association affiliated with the Student Representative's student population:
 - a. Provide reports of Board meetings to their respective Student Government
 - b. Act as a liaison between the Board and their respective Student Government
 - i. Student Representatives will serve on the Executive Committee of their respective Student Government, or equivalent representation, to ensure adequate participation in order to serve as a liaison from the student government to the Board.
 - ii. Student Representatives will serve as voting members, in some capacity, of their Student Governments.



AGENDA ITEM SUMMARY

1. **NAME OF ITEM:** Tenure: UMM Head of Campus
2. **INITIATED BY:** Gregory G. Johnson, Chair
3. **BOARD INFORMATION:** **BOARD ACTION:** X
4. **OUTCOME:** **BOARD POLICY:**
Section 310
5. **BACKGROUND:**

Dr. Andrew Egan has been identified as a new hire to fill the role of Head of Campus and Vice President of Academic Affairs at the University of Maine at Machias (UMM). Dr. Egan has more than 20 years in academic leadership positions, including service as the Chancellor and Chief Academic Officer of the Great Allegheny Campus of Penn State University. Other administrative experience for Dr. Egan includes roles as coordinator, dean, associate vice president, and director of research. In these roles, he has demonstrated an impressive breadth of accomplishment ranging across many aspects of university function and community service, including program development, Senior Fulbright Scholar, Peace Corps service, among many other achievements.

President Susan J. Hunter has requested tenure at the rank of Professor of Environmental Studies at UMM for Dr. Egan, with tenure to be effective if/when the administrative position ends. Tenure has also been supported on the UMM campus by William Otto, Chair of Environmental and Biological Sciences. Dr. Egan has previously held tenure within the University of Maine System, as well as at the Universite' Laval in Canada. His published scholarship has primarily been in the discipline of forestry and forest products, with more than 100 scientific and technical papers. In 1997, he was recognized for his scholarly achievement with a Faculty Research Award from the College of Agriculture and Forestry at West Virginia University.

6. **TEXT OF PROPOSED RESOLUTION:**

That the Academic and Student Affairs Committee forwards this item to the January 29, 2018 Board of Trustees meeting for approval of the following resolution:

That the Board of Trustees approves tenure at the rank of Professor of Environmental Studies to the candidate for the position of Head of Campus and Vice President of Academic Affairs at UMM, with tenure to be effective if/when the administrative position ends and the individual assumes a full-time faculty position in Environmental and Biological Sciences at UMM, in accordance with Board Policy.

1/15/18